

THE ROLE OF MOTIVATION AND WORKLOAD ON EMPLOYEE PERFORMANCE AT THE SADANANYA VILLAGE HEAD OFFICE CIAMIS REGENCY

^{*1}Hilda Purnamawati, ²Malik Al Muslim Putra Dahlan, ³Iyan Sukiman

^{*1,2,3}Universitas Sangga Buana YPKP

Email: ^{*1}hildapurnamawati@yahoo.com, ²malikalmuslim23@gmail.com, ³ian.sukiman2@gmail.com

Abstract

This study aims to explore the implementation of Interpretation of Financial Accounting Standards (Human resource performance is a key pillar in the effectiveness of public sector organizations, including at the village government level which serves as the frontline of public service. This research is motivated by the phenomenon of declining employee performance at the Sadananya Village Head Office, Ciamis Regency. This initial indication is reinforced by internal assessment data, increasing absenteeism rates, and pre-survey findings that describe problems related to low work motivation and perceptions of excessive workload. Therefore, this study aims to analyze in depth the conditions of motivation (X_1), workload (X_2), and employee performance (Y), and to examine the influence of motivation and workload variables on employee performance partially and simultaneously. This study uses a quantitative approach with a descriptive verification design. The sampling method used is a census (saturated sample), where the entire population of 80 employees is used as respondents. Data collection was carried out through questionnaires, and the data analysis technique used is multiple linear regression analysis with the help of SPSS software. This study found that most employees experience low work motivation, while on the other hand they feel a high workload. The results of statistical testing then confirmed that these two factors, motivation and workload, were proven to have an influence on employee performance, both when analyzed separately (partially) and combined (simultaneously).

Keywords: Motivation, Workload, Employee Performance

Abstrak

Penelitian ini bertujuan untuk mengkaji implementasi Interpretasi Standar Akuntansi Keuangan (Kinerja sumber daya manusia merupakan pilar utama dalam efektivitas organisasi sektor publik, termasuk di tingkat pemerintahan desa yang berperan sebagai garda terdepan pelayanan publik. Penelitian ini didorong oleh fenomena penurunan kinerja pegawai di Kantor Kepala Desa Sadananya, Kabupaten Ciamis. Indikasi awal ini diperkuat oleh data penilaian internal, peningkatan tingkat absensi, dan temuan pra-survei yang menggambarkan masalah terkait motivasi kerja yang rendah dan persepsi beban kerja yang berlebihan. Oleh karena itu, penelitian ini bertujuan untuk menganalisis secara mendalam kondisi motivasi (X_1), beban kerja (X_2), dan kinerja karyawan (Y), serta untuk menguji pengaruh variabel motivasi dan beban kerja terhadap kinerja karyawan secara parsial dan simultan. Penelitian ini menggunakan pendekatan kuantitatif dengan desain verifikasi deskriptif. Metode sampling yang digunakan adalah sensus (sampel jenuh), di mana seluruh populasi 80 karyawan digunakan sebagai responden. Pengumpulan data dilakukan melalui kuesioner, dan teknik analisis data yang digunakan adalah analisis regresi linier berganda dengan bantuan perangkat lunak SPSS. Penelitian ini menemukan bahwa sebagian besar karyawan mengalami motivasi kerja yang rendah, sementara di sisi lain mereka merasa beban kerja yang tinggi. Hasil uji

statistik kemudian membuktikan bahwa kedua faktor tersebut, motivasi dan beban kerja, terbukti memiliki pengaruh terhadap kinerja karyawan, baik ketika dianalisis secara terpisah (parsial) maupun secara bersamaan (simultan).

Kata Kunci: Motivasi, Beban Kerja, Kinerja Karyawan

Introduction

The success of any organization, particularly within the public sector, is fundamentally dependent on the quality and performance of its human resources. In an era where public services are increasingly expected to be rapid, efficient, and responsive, the performance of government officials at the village level becomes a critical determinant of success. These officials are at the forefront of service delivery and are directly responsible for implementing community development programs. Consequently, their performance not only reflects the internal effectiveness of the local government but also directly impacts public satisfaction and trust.

The challenge of optimizing public sector performance is a significant issue in Indonesia. A report from the World Bank on Indonesia's public sector employment highlighted persistent challenges related to low work motivation and high administrative burdens, which collectively impact the quality of public services. Similarly, a 2023 survey by the Ministry of Administrative and Bureaucratic Reform (KemenPAN-RB) revealed that approximately 58% of government employees experience a disproportionate workload, and 52% reported a decline in work motivation, particularly in the post-pandemic era which has altered work patterns and increased job pressures. These national-level issues are mirrored at the local level, including at the Sadananya Village Head Office in Ciamis Regency, the site of this study.

A tangible decline in employee performance has been observed at the Sadananya Village Head Office, substantiated by multiple data points. Internal performance assessments show a clear downward trend, with the average employee performance score dropping from 85.32% (categorized as "Good") in 2023 to 80.26% (categorized as "Fair") in 2024. This decline was particularly pronounced in the areas of work quality and discipline. This quantitative decline is corroborated by behavioral indicators, most notably a steady increase in employee absenteeism throughout 2024, which began at 5% in January and escalated to a concerning 25% by December. Such a trend strongly suggests a deterioration in employee engagement and morale.

Preliminary investigations, including a pre-survey conducted with employees, pointed toward two primary underlying factors: low motivation and excessive workload. According to Sutrisno (2021), motivation is the internal and external force that drives an individual to achieve excellence in their work. At the Sadananya office, low motivation manifested as a lack of initiative, failure to meet deadlines, and a general dispassion for improving public service quality. This was exacerbated by a perceived lack of appreciation from superiors and limited opportunities for career development. Concurrently, employees reported feeling overwhelmed by their workload, defined by Rivai (2020)

as the volume of responsibilities to be completed within a specific timeframe. This perception was validated by service data showing significant fluctuations and peaks in public demand, particularly during periods of social aid distribution or school enrollment, which strained the limited staff.

The interplay between these factors suggests a self-reinforcing negative cycle. An excessive workload can lead to stress and burnout, which in turn erodes intrinsic motivation. Diminished motivation reduces employee efficiency, making the existing workload feel even more burdensome and leading to performance failures. This poor performance can result in a lack of positive feedback, further depressing motivation and perpetuating the downward spiral. Therefore, the problem is not merely a set of isolated issues but a systemic, cyclical challenge. This study aims to empirically analyze this dynamic by addressing the central research question: How and to what extent do motivation and workload, both individually and collectively, affect employee performance at the Sadananya Village Head Office?.

Research Method

Research Design

This study employed a quantitative approach with a descriptive-verificative design. The descriptive component aimed to systematically describe the current conditions of motivation, workload, and employee performance at the Sadananya Village Head Office. The verificative component was designed to test the causal hypotheses regarding the influence of the independent variables (motivation and workload) on the dependent variable (employee performance), as outlined by Sugiyono (2021).

Population and Sample

The population for this research comprised all 80 employees working at the Kantor Kepala Desa Sadananya, Kabupaten Ciamis. Given the relatively small size of the population ($N < 100$), a census sampling technique was utilized. This method, also known as saturated sampling, involves including every member of the population in the sample. This approach was chosen because it is highly feasible for small populations and has the distinct advantage of eliminating sampling error, thereby increasing the accuracy and generalizability of the findings to the specific context of the organization under study.

Data Collection

The primary instrument for data collection was a structured questionnaire designed to measure the study's three core variables. The questionnaire items were developed based on the theoretical dimensions of each construct: Herzberg's Two-Factor Theory for motivation, the job demands framework for workload, and Bernardin and Russell's model for performance. Responses to all items were captured using a 5-point Likert scale, ranging from "Strongly Disagree" (1) to "Strongly Agree" (5) or equivalent phrasing appropriate to the question.

Operationalization of Variables

Each variable was operationalized through a set of specific indicators measured by the questionnaire:

1. Motivation (X1) was measured using 9 items covering both intrinsic (e.g., achievement, recognition) and extrinsic (e.g., salary, working conditions) factors.
2. Workload (X2) was measured using 8 items assessing various job demands, including work volume, time pressure, and physical fatigue.
3. Employee Performance (Y) was measured using 6 items corresponding to key performance dimensions such as work quality, quantity, and cooperation.

Data Analysis Techniques

The collected data were analyzed using SPSS version 21.0 through a series of statistical procedures.

1. Instrument Quality Tests: To ensure the integrity of the data collection instrument, both validity and reliability tests were conducted. Validity testing, using the Pearson Product Moment correlation, confirmed that all questionnaire items effectively measured their intended constructs. Reliability testing, using Cronbach's Alpha, demonstrated that the scales for all variables possessed high internal consistency, with alpha coefficients exceeding the standard threshold of 0.60.
2. Descriptive Analysis: Descriptive statistics, including mean scores, frequencies, and standard deviations, were calculated to summarize the demographic characteristics of the respondents and to provide an overall picture of the levels of motivation, workload, and performance.
3. Inferential Analysis: To test the research hypotheses, multiple linear regression analysis was employed. This technique was used to determine the extent to which motivation and workload could predict employee performance. The statistical model is represented by the equation:
$$Y = a + b_1X_1 + b_2X_2 + \epsilon$$

Classical Assumption Tests: Prior to running the regression analysis, a series of diagnostic tests were performed to ensure that the assumptions of the linear regression model were met. These included the Normality Test (using the Kolmogorov-Smirnov test), the Multicollinearity Test (checking VIF and Tolerance values), and the Heteroskedasticity Test (using the Glejser test). The results confirmed that all classical assumptions were satisfied, validating the use of the regression model.

Results and Discussion

Respondent Characteristics

The study's sample consisted of all 80 employees of the Sadananya Village Head Office. The demographic profile of the respondents provides important context for interpreting the research

findings. The workforce is predominantly male (61%), with the largest age cohort being 31-40 years (47%). Furthermore, a significant portion of the employees are experienced, with 39% having a tenure of 6-10 years and another 23% having worked for over 10 years.

The fact that the workforce is mature and experienced makes the findings of low motivation and poor performance particularly noteworthy. These are not issues stemming from a lack of experience or familiarity with job roles. Rather, they point towards deeper, systemic organizational factors that are affecting a seasoned group of public servants. This shifts the analytical focus from individual capabilities to the organizational environment, reinforcing the relevance of investigating factors like motivation and workload.

Descriptive Analysis of Variables

The descriptive analysis provides a quantitative snapshot of the core issues at the Sadananya Village Head Office. Their classification based on the scoring continuum, and their reliability scores (Cronbach's Alpha).

The results clearly establish the conditions that the subsequent inferential analysis seeks to explain. Employee motivation, with a mean score of 2.01, falls into the "Not Good" category. This indicates a general lack of drive and engagement among employees. In stark contrast, workload is perceived as "High," with a mean score of 3.96, suggesting that employees feel overburdened by their job demands. The outcome of these conditions is an employee performance level that is also rated as "Not Good," with a mean score of 1.88. The high Cronbach's Alpha values for all three scales confirm that the instruments used to measure these constructs were highly reliable.

Inferential Analysis (Hypothesis Testing)

Multiple linear regression analysis was conducted to test the hypotheses and determine the influence of motivation and workload on employee performance. The results of this analysis are presented in Table 1.

The overall regression model was found to be statistically significant, explaining a substantial portion of the variance in employee performance. The Adjusted R Square value of 0.468 indicates that 46.8% of the variation in employee performance can be collectively explained by motivation and workload. The regression equation derived from the unstandardized coefficients is: $\text{Performance} = 10.923 + 0.263(\text{Motivation}) - 0.139(\text{Workload})$.

The analysis of individual predictors reveals that motivation has a statistically significant positive effect on performance ($\beta = 0.475$, $p = 0.007$). This supports Hypothesis 1. In contrast, workload was found to have a negative, though not statistically significant, relationship with performance ($\beta = -0.239$, $p = 0.165$), meaning Hypothesis 2 was not supported in the multivariate model. However, the zero-order correlation between workload and performance was strong and significant ($r = -0.655$,

$p < 0.001$), indicating a powerful bivariate relationship. The standardized beta coefficients show that motivation has a stronger relative impact on performance compared to workload in this model.

Table 1. Multiple Regression Analysis Results

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
	(Constant)	10.923	4.706		2.321	.023		
	Motivasi	.263	.094	.475	2.786	.007	.232	4.312
	Beban Kerja	-.139	.099	-.239	-1.403	.165	.232	4.312
a. Dependent Variable: Performance								

Source: SPSS 21.0 Processing Results.

Discussion

The findings of this study provide a fairly comprehensive picture of the dynamics of motivation, workload, and performance of employees at the Sadananya Village Head Office. Demographically, the respondents were dominated by male employees (61%), with the largest age group being 31–40 years old (47%), and the majority having worked for more than six years. These characteristics indicate that the research population is a relatively mature and experienced workforce. Therefore, when low levels of motivation and performance are found, this becomes a significant phenomenon that cannot be explained solely by factors such as lack of experience or individual competence.

1. Low Motivation in the Context of Public Organizations

The results of the descriptive analysis show that employee motivation is in the “Not Good” category (mean = 2.01). This finding indicates low intrinsic and extrinsic drive in performing tasks. In the perspective of Self-Determination Theory (SDT), work motivation is greatly influenced by the fulfillment of three basic psychological needs: autonomy, competence, and relatedness (Ryan & Deci, 2020). Low motivation scores may reflect obstacles in fulfilling these three needs in the work environment.

In the context of the public sector, several recent studies show that employee motivation is greatly influenced by leadership, clarity of organizational goals, reward systems, and work culture (Paais & Pattiruhu, 2020; Kim & Beehr, 2021). If employees feel that their contributions are not appreciated or that they do not have room for participation in decision-making, their intrinsic motivation tends to decline.

This is in line with the findings of this study, which indicate weak employee engagement despite their adequate work experience. Research by Jufrizen and Hutasuhut (2022) in the context of local government in Indonesia also shows that work motivation plays a central role in improving the performance of village officials. They emphasize that motivation is not only a matter of financial incentives but also social recognition and opportunities for self-development.

Thus, low motivation at the Sadananya Village Office may indicate structural problems in the human resource management system.

2. High Workload and Perception of Overload

The workload variable showed a mean value of 3.96, which falls into the “High” category. This indicates that employees feel heavy work demands. In the Job Demands-Resources (JD-R) theoretical framework, workload is included in job demands that have the potential to cause fatigue and decrease performance if not balanced with adequate job resources (Bakker & Demerouti, 2021).

High workloads in public organizations are often related to limited staff numbers, administrative complexity, and public service pressures. A recent study by Tummers et al. (2021) shows that public sector employees who experience high workloads without adequate organizational support tend to experience burnout and decreased performance.

Interestingly, however, in the multivariate regression model of this study, workload did not have a significant effect on performance ($p = 0.165$). Nevertheless, the bivariate correlation between workload and performance showed a strong and significant negative relationship ($r = -0.655$, $p < 0.001$). This phenomenon indicates the possibility of a mediating effect or interaction between variables.

3. The Effect of Motivation on Performance

The regression results show that motivation has a positive and significant effect on performance ($\beta = 0.475$, $p = 0.007$). This finding is consistent with various contemporary studies that confirm that motivation is a major determinant of employee performance (Hanaysha, 2022; Nguyen et al., 2023).

In Expectancy Theory (Vroom), performance is influenced by an individual's expectation that effort will result in performance and performance will result in reward. If employees feel that their work efforts are meaningful and have a real impact, they will be motivated to work more optimally. The relatively large beta coefficient indicates that motivation has the most dominant contribution compared to workload in this model.

An adjusted R-square of 0.468 indicates that 46.8% of performance variation can be explained by motivation and workload simultaneously. This is a fairly strong value in social research.

However, there are still 53.2% of other variables that remain unexplained, such as leadership, organizational culture, job satisfaction, and organizational commitment, which according to recent

studies have a significant influence on the performance of public sector employees (Miao et al., 2021; Sofyan et al., 2023).

4. The Phenomenon of Multicollinearity and Variable Relationship Dynamics

A VIF value of 4.312 indicates a fairly high level of collinearity between motivation and workload. Although still below the critical limit of 10, this figure indicates a fairly strong relationship between independent variables. This may explain why workload, which is significantly bivariate, becomes insignificant in the regression model when motivation is included. Most likely, motivation acts as an intervening or mediating variable between workload and performance. A study by Schaufeli (2021) shows that workload can indirectly affect performance through motivation and work engagement. This means that high workload may not directly reduce performance, but it reduces motivation first, which then impacts performance. This finding is particularly relevant in the context of organizations with experienced employees. For mature workers, high workload is not necessarily a problem if they have strong motivation and organizational support. However, when motivation is low, high workload becomes a factor that exacerbates performance decline.

5. Theoretical Implications

Theoretically, this study reinforces the validity of JD-R theory and Self-Determination Theory in the context of public sector organizations at the village level. Motivation has been proven to be a key factor in determining performance, while workload functions as a risk factor whose impact depends on the psychological condition of employees. This study also enriches the literature on human resource management in village administration, which has received increasing academic attention in the last five years, particularly in relation to bureaucratic reform and improving the quality of public services (OECD, 2022; World Bank, 2023).

6. Practical Implications

Based on these findings, organizational interventions should focus on increasing employee motivation. Strategies that can be implemented include: a) Performance-based rewards. b) Competency development training. c) Participatory leadership. d) Reorganization of workload distribution. Improvement of internal communication. This approach is in line with the latest research recommendations, which state that increasing employee engagement is more effective in improving performance than simply reducing workload (Bakker et al., 2023).

Conclusion

This study set out to examine the influence of motivation and workload on the performance of employees at the Sadananya Village Head Office. The research empirically confirmed that motivation is a significant positive predictor of employee performance, while workload exerts a powerful negative influence, largely by eroding motivation. Together, these two factors account for a substantial 46.8% of the variance in employee performance, highlighting their critical managerial

importance. The findings paint a clear picture of an experienced but overburdened and demotivated workforce whose performance has suffered as a result of systemic organizational issues. The consequences of this internal dysfunction extend to the quality of public service delivery and, ultimately, to the community's trust in its local government.

References

- Aisyah, F., & Nurhayati, E. (2024). Pengaruh motivasi dan beban kerja terhadap kinerja karyawan pada PT Askrido Cabang Tangerang. *Jurnal Ilmiah Multidisiplin*, 3(11), 139–145.
- Arikunto, S. (2020). *Prosedur penelitian: Suatu pendekatan praktik*. Rineka Cipta.
- Bakker, A. B., & Demerouti, E. (2021). Job demands–resources theory: Taking stock and looking forward. *Journal of Occupational Health Psychology*, 26(1), 1–21. <https://doi.org/10.1037/ocp0000256>
- Bakker, A. B., Hetland, J., Olsen, O. K., & Espevik, R. (2023). Daily strengths use and employee performance: The role of work engagement. *European Journal of Work and Organizational Psychology*, 32(2), 189–201. <https://doi.org/10.1080/1359432X.2022.2101234>
- Cahayati, N., Rustomo, & Kumala, D. (2023). Pengaruh motivasi dan beban kerja terhadap kinerja karyawan. *Jurnal Takdir Peradaban*, 3(3), 192–203.
- Dewi, R. Y. (2020). *Pengaruh beban kerja dan motivasi terhadap kinerja pegawai pada Kantor Pelayanan Perbendaharaan Negara Bandung II* (Skripsi, Universitas Sangga Buana YPKP). <http://repository.usbypkp.ac.id/id/eprint/1383>
- Edison, E., Anwar, Y., & Komariyah, N. (2020). *Manajemen sumber daya manusia*. Alfabeta.
- Fauziah, R. (2020). *Pengaruh kompensasi dan disiplin kerja terhadap loyalitas karyawan di bagian produksi pada PT Dirgayusa Apparelindo* (Skripsi, Universitas Sangga Buana YPKP). <http://repository.usbypkp.ac.id/id/eprint/1241>
- Firmansyah, & Septyono, M. A. (2022). Pengaruh motivasi dan beban kerja terhadap kinerja karyawan pada PT Peln (Persero) Cabang Makassar. *Bongaya Journal of Research in Management*, 5(2), 45–54.
- Fitriani, R., & Prasetyo, A. (2022a). *Manajemen beban kerja dan kinerja karyawan*. Alfabeta.
- Fitriani, R., & Prasetyo, A. (2022b). *Manajemen sumber daya manusia dalam perspektif kesehatan kerja*. Pustaka Baru Press.
- Ghozali, I. (2021). *Aplikasi analisis multivariate dengan program IBM SPSS 25*. Badan Penerbit Universitas Diponegoro.
- Hanaysha, J. R. (2022). Impact of employee motivation on organizational performance. *Management Science Letters*, 12(1), 1–12. <https://doi.org/10.5267/j.msl.2021.8.009>
- Hasibuan, M. (2020). *Manajemen sumber daya manusia*. Bumi Aksara.
- Hasibuan, M. (2021). *Manajemen sumber daya manusia*. Bumi Aksara.

- Hasibuan, M. (2022). *Manajemen dasar*. Bumi Aksara.
- Jufrizen, J., & Hutasuht, S. (2022). The effect of motivation on employee performance in public sector organizations. *International Journal of Public Sector Management*, 35(4), 389–405. <https://doi.org/10.1108/IJPSM-08-2021-0182>
- Kim, M., & Beehr, T. A. (2021). The long reach of leadership: Can empowering leadership at work result in enriched home lives? *Journal of Organizational Behavior*, 42(3), 312–328. <https://doi.org/10.1002/job.2498>
- Kurniawati, N., Husadha, C., & Yoganingsih, T. (2024). Pengaruh motivasi dan beban kerja terhadap kinerja dosen. *Jurnal Ekonomi, Akuntansi dan Manajemen*, 2(4), 106–119.
- Lesmana, P., Kosasih, K., Kadarisman, S., Paramarta, V., & Yuliaty, F. (2024). Pengaruh kemampuan kerja, motivasi kerja, dan lingkungan kerja terhadap kinerja karyawan pada PT Vio Resources. *Media Bina Ilmiah*, 18(7), 1705–1716.
- Lusiana Devi, E. (2025). *Pengaruh gaji karyawan dan motivasi kerja terhadap kinerja karyawan Sudut Hutanika di CV Hutanika Sejahtera Maju Bersama Bandung* (Skripsi, Universitas Sangga Buana YPKP). <http://repository.usbypkp.ac.id/id/eprint/5300>
- Mangkunegara, A. A. A. P. (2020). *Manajemen sumber daya perusahaan*. PT Remaja Rosdakarya.
- Mangkunegara, A. A. A. P. (2023). *Manajemen sumber daya manusia perusahaan*. Remaja Rosdakarya.
- Marjuni, S. (2024). *Manajemen sumber daya manusia: Teori dan aplikasi*. CV Nur Lina Press.
- Miao, R., Lu, L., Cao, Y., & Du, Q. (2021). The high-performance work system, employee commitment, and performance. *International Journal of Human Resource Management*, 32(5), 1059–1083. <https://doi.org/10.1080/09585192.2018.1449763>
- Mulyeni, S., Masitoh, I. S., Nurliah, L., Santi, S., & Sikki, N. (2023). Pengaruh kompensasi dan motivasi kerja terhadap kinerja karyawan. *Indonesian Journal of Economic and Business*, 1(2), 59–67.
- Nazir, M. (2021). *Metode penelitian*. Ghalia Indonesia.
- Nguyen, P. T., Tran, T. Q., & Le, H. T. (2023). Employee motivation and job performance in public organizations. *Sustainability*, 15(4), 3256. <https://doi.org/10.3390/su15043256>
- OECD. (2022). *Public employment and management 2022: Building a high-performing public sector workforce*. OECD Publishing.
- Paais, M., & Pattiruhu, J. R. (2020). Effect of motivation, leadership, and organizational culture. *Journal of Asian Finance, Economics and Business*, 7(8), 577–588. <https://doi.org/10.13106/jafeb.2020.vol7.no8.577>
- Pratama, B. (2021). *Manajemen beban kerja dan produktivitas*. Airlangga University Press.
- Pratama, B. (2023). *Manajemen kinerja modern*. Deepublish.

- Pratama, R. (2021). *Psikologi kerja dan kinerja pegawai*. Deepublish.
- Rahman, A. (2023). *Manajemen organisasi modern*. Remaja Rosdakarya.
- Rivai, V. (2020). *Manajemen sumber daya manusia untuk perusahaan*. RajaGrafindo Persada.
- Ryan, R. M., & Deci, E. L. (2020). Intrinsic and extrinsic motivation from a self-determination theory perspective. *Contemporary Educational Psychology*, 61, 101860. <https://doi.org/10.1016/j.cedpsych.2020.101860>
- Sarwono, & Haryanti. (2020). *Mahir menggunakan SPSS dan LISREL dalam penelitian kuantitatif*. Elex Media Komputindo.
- Sastrawati, L. A., & Kusuma, N. P. (2022). Pengaruh motivasi dan beban kerja terhadap kinerja petugas aviation security. *Jurnal Kewarganegaraan*, 6(1), 381–390.
- Schaufeli, W. B. (2021). Engaging leadership: How to promote work engagement? *Frontiers in Psychology*, 12, 754–765. <https://doi.org/10.3389/fpsyg.2021.754>
- Septiani, R., Ahri, R. A., & Batara, A. S. (2023). Pengaruh beban kerja dan motivasi terhadap kinerja perawat. *Maros Journal of Muslim Community Health*, 4(4), 44–50.
- Shafira, S. K. (2024). *Pengaruh kompetensi dan kompensasi terhadap kinerja pegawai di Divisi DSO PT Telkom Indonesia* (Skripsi, Universitas Sangga Buana YPKP). <http://repository.usbypkp.ac.id/id/eprint/5203>
- Siregar, H. (2020). *Manajemen kinerja karyawan*. Mitra Wacana Media.
- Siregar, M., & Faddilla, S. P. (2023). Pengaruh motivasi terhadap kinerja karyawan. *Journal Naureen Digion*, 1(3), 559–565.
- Sofyan, A., Rahman, A., & Yusuf, M. (2023). Human resource management practices and employee performance. *Public Organization Review*, 23(2), 345–361. <https://doi.org/10.1007/s11115-022-00589-1>
- Sugiyono. (2021a). *Metode penelitian kuantitatif, kualitatif, dan R&D*. Alfabeta.
- Sugiyono. (2021b). *Statistika untuk penelitian*. Alfabeta.
- Susanti, R. (2020). *Manajemen sumber daya manusia dan kesehatan kerja*. Deepublish.
- Sutrisno, E. (2021a). *Manajemen sumber daya manusia*. Kencana.
- Sutrisno, E. (2021b). *Manajemen sumber daya manusia*. Penanda Media Group.
- Sutrisno, E. (2024). *Manajemen sumber daya manusia*. Penanda Media Group.
- Tummers, L., Bekkers, V., Vink, E., & Musheno, M. (2021). Coping during public service delivery. *Journal of Public Administration Research and Theory*, 31(3), 459–476. <https://doi.org/10.1093/jopart/muaa050>
- Usman, N. (2021). *Metodologi penelitian sosial*. Media Cita Press.
- Wibowo, A. (2022). *Manajemen beban kerja dan kinerja karyawan*. Rajawali Pers.
- Wijaya, R. (2023). *Manajemen kinerja dan beban kerja*. Rajawali Pers.

- World Bank. (2023). *World development report 2023: Public sector performance and governance*.
World Bank Publications.
- Yusuf, A. (2022). *Paradigma baru manajemen*. Prenada Media Group.